


International Summer University^{WU} 2024

WU (Vienna University of Economics and Business)

Course outline

Course title	<i>International Marketing: Culture Eats Strategy for Breakfast</i>	
Instructor	<p><i>Ivana Beveridge, PhD</i> <i>ivanabeveridge@icloud.com</i></p> <p><i>University of Houston, C.T. Bauer College of Business, Department of Marketing and Entrepreneurship</i></p>	
Language of instruction	English	
Course level	Graduate	
Contact hours	35 teaching hours (45 min. each)	

Aim of the course
<p>With globalization, it is imperative to understand culturally ingrained human behavior across the world as consumers increasingly expect marketing campaigns that are culture-wise.</p> <p>This course teaches the building blocks of intercultural marketing. Approaching culture as a dynamic, multi-dimensional concept, it addresses the dimensions of culture affecting international marketing and management encompassing consumer behavior, management styles and cross-cultural interactions, among others. It teaches the important frameworks for understanding the influence of cultural conditioning on a range of marketing and management issues including market research, marketing opportunity analysis, customer segmentation across cultures, customer need identification, and the dynamics of purchasing decision-making across cultures, among others.</p> <p>It covers themes such as material and immaterial aspects of culture, cultural outcomes of globalization, the influence of religion and the role of language, interactions between economic, political and cultural factors, and as the influence of cultural conditioning on management and communications styles, as well as cultural influence on perceptions of morality and ethics in international business, to name some. The course also incorporates the current themes such as ESG and sustainability perceptions in international markets.</p> <p>Frameworks from marketing strategy, international marketing and business management will be incorporated with specific frameworks for cultural analysis, such as, for example, marco, industry and company-level analysis models, customer segmentation and purchasing behavior analysis frameworks, company orientation typologies, as well as approaches to positioning, pricing and sales in international markets. The lectures will include a number of examples and cases from the practice, in addition to analysis of mini cases.</p> <p>In addition to using the traditional, so called "Western" frameworks for cultural analysis, the course expands the boundary of investigation to introduce alternative concepts reflecting the</p>

phenomena of the "East" as a growing focus in marketing and management. To that end, it also introduces recent management topics such as paradoxical thinking and tolerance for ambiguity. The course also incorporates the emerging concept of Cultural Intelligence (CQ), seen as a distinct form of intelligence and a learned capability to work effectively in international markets.

By the end of the course, the students should be able to:

- Recognize cultural influence on marketing decisions in various global regions
- Understand intercultural challenges in international markets and outcomes of globalization
- Understand frameworks needed to internationalize brands and achieve high brand engagement
- Exhibit a higher degree of cultural intelligence and intercultural communication competence
- Become more informed and aware global citizens

Learning objectives

The specific learning objectives of the course are as follows:

- Increase understanding of cultural influence in order to improve strategic marketing and intercultural competencies in international markets
- Develop knowledge needed to maximize opportunities and reduce risks in multicultural markets
- Learn frameworks to interpret behavior, attitudes and communication styles of people from different cultures
- Increase ability to deal with ambiguity resulting from globalization
- Offer an intellectual gateway to a broader global worldview

Prerequisites and/or admission requirements

Application requirements for the Graduate Program are current enrollment in a master's or MBA program (or equivalent), with a focus on business administration/economics, and / or a bachelor degree in a business major by the time of participation in the ISU^{WU} program.

Applicants interested in participating in the International Summer University^{WU} need an excellent command of the English language. The English language requirements can be found at [ISU^{WU} Language Requirements](#).

Application requirements for WU students can be found on our [application website](#).

Teaching methods

The course utilizes a range of cross-disciplinary frameworks and models from different disciplines including marketing, cross-cultural management, cross-cultural psychology, semiotics, linguistics, sociology, anthropology, and international business.

The course brings together academic research from a number of research fields and case studies from the marketing practice. Throughout the course, various examples of successful and less successful intercultural campaigns will be assessed for learning purposes. The course features practical examples and cases from across a range of B2C and B2B industry segments, including FMCG, fashion, food, finance & energy, to name some. Cultural and cross-disciplinary frameworks are applied to specific marketing problems in practical terms, and analyzed against the backdrop of fundamental marketing and international business frameworks.

The course will be delivered through the following didactic elements:

- Lectures and PDF materials covering theoretical concepts with guidelines for their application
- Examples from the marketing practice: successful companies and campaigns; blunders and failures

- Case study analysis; frameworks for case analysis
- Classroom discussions and brainstorming
- Group project (written report and presentation)

Pre-course assignment

All students participating in the ISU^{WU} should submit a pre-course assignment for this course. The pre-course assignment consists of a short essay on given topics addressing the familiar culture of choice and with clear guidelines provided ahead of time

Deadline: June 10, 2024

More information and detailed instructions on the pre-course assignment will be forwarded to all participants via email one month before the deadline at the latest.

Course contents

Day 1	Course introduction <ul style="list-style-type: none"> • Definitions: inter-cultural, multi-cultural, cross-cultural, and ethnic marketing • Businesses crossing borders: host vs. home country factors • Globalization and cultural outcomes: polarization, homogenization, hybridization and ethno-centrism • Variables in standardization vs. adaptation debate • Cultural intelligence: IQ, EQ and CQ
Day 2	Culture in international marketing <ul style="list-style-type: none"> • The role of culture in international marketing • 'East-West' mindframe differences and processing of stimuli • Culture and management styles: "M" vs "P" time, authority and power distance • Culture and communications styles: high and low context, verbal and non-verbal • Material expressions of culture: symbols, heroes, rituals, artifacts, colors, icons
Day 3	Navigating cultural values <ul style="list-style-type: none"> • Immaterial expressions of culture: values, beliefs, norms, and traditions • Empirical expressions of values: Hofstede and Trompenaars & Hampden-Turner • Alternative models for interpreting cultures: onion and ocean, emic and etic • Relationship-oriented versus information-oriented cultures • Cultural orientations, perceptions of morality and ethics in business
Day 4	The influence of religion and language <ul style="list-style-type: none"> • Religion and consumption patterns: Western and Eastern religions • Marketing of religious products vs. adding religion to secular products • Linguistic considerations in intercultural markets • Linguistic imperialism • The role of non-verbal language and semiotics: brand naming and advertising
Day 5	Internationalizing brands and marketing communication <ul style="list-style-type: none"> • Brand strategy, differentiation and positioning across cultures • Brand content management and thought leadership • Marketing channels in international markets • Marketing communications: advertising, PR, sales promotion, personal selling • Universal persuasion criteria: Aristotle's triangle
Day 6	Cultures in context <ul style="list-style-type: none"> • Interaction between economic, geographical, political and cultural factors • Regional developments: the global "North" versus the global "South" • Marketing services globally • ESG and social responsibility in the international context • Perceptions of sustainability and green marketing
Day 7	Group presentations and course wrap-up

Criteria for successful completion of the course

In order to successfully complete the course, the students should:

- Demonstrate their grasp of the theoretical concepts introduced in the course
- Demonstrate their ability to apply these concepts to offer solutions to specific marketing problems
- Demonstrate their ability to derive actionable intelligence from the information at hand in order to make informed managerial decisions
- Demonstrate their willingness and ability to work in multicultural teams

The students will have a variety of opportunities to showcase their understanding of the course concepts through individual and group assignments as well as the in-class work.

Assessment

Student performance will be assessed through five different elements, allowing them to demonstrate their knowledge through a range of individual and group components:

Pre-course assignment – 20%

Individual essay – 20%

Group homework – 20%

Group project – 35%

Class participation – 5%

Pre-course assignment – 20%

This assignment will weight 20% of the total grade. It will consist of a short essay based on the personal assessment of one of the given societal / cultural themes that influence consumption. The students will be asked to assess how some of the related cultural aspects may affect consumption in their culture of choice, relying on their prior marketing knowledge. This assignment will help them to apply their prior marketing knowledge in marketing and integrate it with cultural elements in a country of their choice. The total student workload for a pre-course assignment shall amount to approx. 15 hours.

Individual essay – 20%

Similar to the individual essay, the students will be given a choice of industry segments to select for a short individual essay, due at the end of the course. The students will be asked to compare consumption attitudes between two distinctly different countries of choice within the selected industry segment, with a view of advising a brand entering a new market. The details will be given at the beginning of the course and the essay will be due at the end of the course. The short essay will give the students an opportunity to exhibit their own creativity and bring in relevant personal and professional experiences, while showcasing the grasp of course materials and applying the concepts and framework acquired during the course.

Group homework – 20%

Once the groups are formed, they will be given a homework assignment half way through the course. The groups will be given a sufficient amount of time to complete the assignment. This assignment will help the groups to come together and analyze an actual intercultural marketing problem based on the course concepts covered up to that point, teaching the students to also to work against the deadlines and with limited resources.

Group project – 35% (20% + 15%)

The main output from the course is a group project consisting of a written report (20%) and an oral presentation (15%). Each self-formed team will prepare a plan for an intercultural campaign to launch a brand from one country in another distinctly different country or region of choice. The teams will prepare a report using the templates provided during the course, integrating cultural concepts with marketing and business strategy approaches. This will be followed by short group presentations illustrating the key ideas and findings from the report. Breakout room sessions will be dedicated to the group project each day, covering the elements of the marketing plan that overlap with the topics covered in-class that day. The groups will be encouraged to work independently after the class, either in-person and / or using Google docs, Skype, GroupMe, WhatsApp, Zoom, Teams, or any other suitable platforms. This project will help the students to apply a full range of concepts covered in the course, and learn to work in multicultural teams.

Class participation – 5%

Class attendance is mandatory except for mitigating circumstances. Active class participation during the lectures, brainstorming sessions and group work will be awarded with a total of additional 5%.

Course literature (cases, papers, online material...)

Source materials are derived from the instructor's book, Beveridge, I. (2021). *Intercultural Marketing: Theory and Practice*. Routledge Publishing (provided by the instructor)

Power point slides, PDF documents with the course content, marketing plan templates, summaries of supplementary materials covering important marketing concepts, region-specific reading materials, case studies and case study analysis templates will be distributed by the instructor. Additional supporting materials will be distributed based on specific student interest and choice of topics for the group project.

Compulsory reading materials for the course include the following:

- Lesson slides
- PDF documents with course content and supporting materials
- Marketing plan templates
- Case study: EuroDisney
- Mini cases: Fenty Beauty, Islamic Banking, Nike, Oatly, Sofitel Hotels

Further readings suggested by the lecturer(s)

Barker, S. (2020). Multicultural marketing: why has it become so important? *BBN Times*. Available at: <https://www.bbnimes.com/companies/multicultural-marketing-why-has-it-become-so-important>

Barkema, H. G., Chen, X. P, George, G., Luo, Y., & Tsui, A. S. (2011). West Meets East: New Concepts and Theories, *Academy of Management Journal*, 58 (2), 460-479.

Beveridge, I., Furrer, O., & Gelb, B. (2022). A Consumer Cultural Paradox: Exploring the Tensions Between Traditional and International Education, *International Marketing Review*, 39 (4), 811-835.

Boykiv, Y. (2016). Multicultural Marketing: No Longer an Option, But a Necessity. *Inc.com*. Available at: <https://www.inc.com/yuriy-boykiv/multicultural-marketing-no-longer-an-option-but-a-necessity.html>

Bush, V. D., Rose, G. M., Gilbert, F., & Ingram, T. N. (2001). Managing Culturally Diverse Buyer-Seller Relationships: The Role of Intercultural Disposition and Adaptive Selling in Developing Intercultural Communication Competence. *Journal of the Academy of Marketing Science*, 29 (4), 391-404.

CNN (2020). The Uncle Roger controversy: Why people are outraged by a video about cooking rice. Available at: <https://www.cnn.com/travel/article/uncle-roger-rice-food-appropriation-intl-hnk/index.html>

Culture Vulture (2016). How Lack of Cultural Awareness Can Cost A Business Big. Available at: <https://www.commisceo-global.com/blog/cultural-sensitivity-in-business-1>

deMooij, M., & Hofstede, G. (2011). Cross-Cultural Consumer Behavior: A Review of Research Findings. *Journal of International Consumer Marketing*, 23, 181-192.

EastWest PR (2020). Why do the 17 UN SDGs matter so much to your reputation, and how can you demonstrate your sustainability credentials? Available at: <https://www.eastwestpr.com/blogs/post/un-sdgs-sustainability>

Euronews (2023). What is greenhushing? How to spot the sophisticated greenwashing tactics being used in 2023. Available at: <https://www.euronews.com/green/2023/08/14/what-is-greenhushing-how-to-spot-the-sophisticated-greenwashing-tactics-being-used-in-2023>

Fang, T. (2006). From "Onion" to "Ocean": Paradox and Change in National Cultures, *International Studies of Management & Organization*, 35 (4), 71-90.

Findable (2021). 5 Examples of Cross-Cultural Marketing we Love. Available at: <https://www.findabledigitalmarketing.com/blog/cross-cultural-marketing-examples/>

Fromowitz, M. (2017). Hall of shame: More multicultural brand blunders. *Campaign US*. Available at: <https://www.campaignlive.com/article/hall-shame-multicultural-brand-blunders/1423941>

Hu, J.L. & Chang, Y.C. (2019) The W-theory of Five Elements for Innovative Business Activities with a Case Study of Alibaba Corporation. *Journal of Management Research*, 19 (3), 173-179.

Jan-Benedict E. M. Steenkamp (2011). The role of national culture in international marketing research, *International Marketing Review*, 18 (1), 30-44.

McKinsey & Company (2020). Survey: Consumer sentiment on sustainability in fashion. Available at: <https://www.mckinsey.com/industries/retail/our-insights/survey-consumer-sentiment-on-sustainability-in-fashion>

Moro, S., Pires, G., Rita, P., Cortez, P. (2020). A cross-cultural case study of consumers' communications about a new technological product, *Journal of Business Research*, 21, 438-447. Available at: <https://www.sciencedirect.com/science/article/abs/pii/S0148296318303850>

Refuel Agency (2020). 6 Examples of Brands Who Got Multicultural Marketing Right. Available at: <https://www.refuelagency.com/blog/examples-of-brands-who-got-multicultural-marketing-right/>

Scott, K. A., & Sandell, E. L. (2023). Increasing intercultural competency in study abroad marketing Classes: implementing the intercultural development. *Marketing education review*, 33 (1), 86-96.

Smart Insights (2016). The anatomy of a great multicultural marketing campaign. Available at: <https://www.smartinsights.com/digital-marketing-strategy/anatomy-great-multicultural-marketing-campaign/>

Steenkamp, J.B. (2011). The role of national culture in international marketing research, *International Marketing Review*, 18 (1), 30-44.

The Guardian (2023). The problem with sustainability marketing? Not enough me, me, me. Available at: <https://www.theguardian.com/sustainable-business/behavioural-insights/2015/mar/09/problem-sustainability-marketing-not-enough-me>

The Washington Post (2023). 'Greenhushing': Why some companies quietly hide their climate pledges. Available at: <https://www.washingtonpost.com/climate-environment/2023/07/13/greenhushing-climate-trend-corporations/>

Please note the following information on the total minimum workload of the respective course:

Course level	ECTS-credits	Pre-course workload	In-class activity	Outside of class workload during the program
Graduate	4	approx. 15 hours	27 hours (= 35 teaching units)	approx. 20 hours

Instructor Bio

Ivana Beveridge, PhD, is a Professor of Practice in marketing at the University of Houston, C.T. Bauer College of Business. She also teaches short courses in Europe with upcoming MBA course at the Rice University in Houston starting in Q1 2024. She works actively in the marketing practice alongside with her academic work, bringing diverse international experience across different realms of marketing. Ivana specializes in B2B marketing, with strong expertise in energy, IT, fintech, professional services and food segments.

Ivana has held management positions with global marketing agencies and corporations in Asia, the Middle East, Europe and the U.S. Her marketing campaigns won awards such as the top Integrated Marketing Campaign of the year by the Public Relations Society of America (PRSA). Her client portfolio spans Fortune 100 companies and governments, including the Abu Dhabi Government, BP, Celsius Energy, Etihad Airways, General Electric, HIMA, Nauticus Robotics, IMG, SABIC Corporation & Vallourec, among many others. She holds a PhD from the Sorbonne University and an M.B.A from

the University of Warwick. Her research interests include intercultural marketing, energy transition and sustainable food systems. Her intercultural research was published in top [marketing journals](#) and [books](#), with forthcoming books on Energy Transition and Sustainability Marketing.